



# Best Practices 2000

U.S. Department of Housing and Urban Development  
NORTHWEST/ALASKA EDITION

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<http://www.hud.gov/bestpractices.html>

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## Building a Better Tomorrow 2000

Over the past two years, the Department of Housing and Urban Development has undergone a marked transformation in the way it conducts business — it is no longer business as usual at HUD. This change required a fundamental paradigm shift, which was dramatic for many. We dared to step forward and make a personal commitment to restoring the public trust by demonstrating competence in the way we deliver services. We recognized that our responsibility is to help people empower themselves.

Our successes have been many. We have forged partnerships with local governments, communities and the private sector — something never before heard of in government affairs. We have lifted communities to a higher level through grassroots actions by empowering communities and individuals. And, through the restructuring of field organizations to include community empowerment teams, we are setting a foundation to develop and perpetuate a unified, one-HUD approach to meeting community needs. All this in only the second year of

HUD 2020 Management Reform. Just imagine what the next 20 years will bring, if we can achieve so much in only two years.

Even though our traditional goals remain the same — fighting for fair housing, increasing affordable housing and homeownership, reducing homelessness, promoting jobs



Bob Santos,  
Secretary's  
Representative  
Northwest/Alaska

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## Effective Techniques of Top Performers!

### Promoting Self-Sufficiency

Low-income families in Vancouver, WA, are learning the skills they need to say “good-bye” to welfare and “hello” to self-sufficiency. In February 1993, the Vancouver Housing Authority (VHA) established its Family Self-Sufficiency/Move-to-Work (FSS/MTW) Program to do just that! This program is part of a nationwide welfare reform initiative seeking to increase family incomes to reduce the federal burden of providing operating subsidies to local housing authorities.

“Through our community-wide network,” said Glenda Galaba, the Move-to-Work resource developer,

“we are supporting local families and their efforts to learn basic life skills, develop self-esteem, and gain the confidence to become self-sufficient.”

Vancouver’s MTW program empowers its participants through a diverse, community-wide network that organizes activities and provides services for participants and their entire families. In return, each participant establishes a five-year goal plan and actively pursues academic, volunteer or employment opportunities in and around the community.

According to Galaba, gaining credibility as a successful program within the community was initially a challenge for the MTW Program.

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### Inter-Agency Collaboration Helps Ensure Fair Housing in Washington State

Four fair housing organizations in the state of Washington are proving that more hands make less work as they team up with HUD’s Seattle field office to collaborate on disseminating information on fair housing issues.

The Tacoma Human Rights and Human Services Department, the Seattle Office for Civil Rights, the King County Office of Civil Rights Enforcement, the Washington State Human Rights Commission and HUD are transcending geographic and political boundaries by cooperatively

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mobilizing resources to fight for fair housing in western Washington state.

These fair housing assistance program agencies are collaborating to produce quarterly newsletters that share information regarding fair housing issues in Washington. Each agency is responsible for covering certain topics or features in the newsletter, so the finished product serves as a synthesis of everything that is going on in the fair housing world on the local, state and federal levels.

“Our collaboration effort uses the team approach to increase the effectiveness and efficiency of our outreach, thereby maximizing the benefit to people seeking fair housing assistance,” said Marilyn Akita, an equal opportunity compliance specialist with the Washington State Human Rights Commission.

Representatives from the organizations meet regularly to update each other on current issues and plan collaborative training events. One of the most innovative products of this effort is the training sessions. Because the agencies offer expertise on fair housing issues from the local to federal level, the partnership is uniquely positioned to provide comprehensive training programs that shed light on the diversity of laws regulating the housing industry. They can also provide guidance to housing providers on how to run their businesses fairly and how to make smart, non-discriminatory business decisions.

“Our training sessions have been a great success,” said Karen Peirola, an equal opportunity compliance specialist with the Washington State Human Rights Commission. “In the process of conducting the training sessions, we’ve begun to spot certain trends or common concerns—such as questions about how to handle

tenant-on-tenant problems. Through our collaborative efforts, we can more effectively begin to address these issues and our newsletters provide a vehicle for us to share solutions with Washington’s housing industry.”

The greatest challenge the agencies met when establishing this collaborative effort was coordinating individual schedules, meetings and agendas. Consistently stressing their commitment to the common goal of eliminating housing discrimination through education has been key to the group’s success.

“Hearing about and dealing with discrimination on a daily basis can be very heavy on the heart,” said Peirola. “What’s great about our collaborative effort is that each agency supports the others, providing the camaraderie and energy we simply wouldn’t have on our own.” ♦

## 2000 Best Practices Nomination Process

Submitting a Best Practice has never been easier. Now HUD staff, partners and other outside organizations can submit Best Practices nominations using HUD’s internet site. The 2000 Best Practices nominations process opened on March 20, 2000 and runs through May 31, 2000. You may access the automated nomination system at <http://www.hud.gov/bestpractices/bpnom.html>.

### REVAMPED NOMINATION PROCESS

HUD has improved the process for nominating Best Practices by allowing electronic submissions. The new and improved Best Practices database collects more information, tracks the nominations throughout the review process and provides valuable information on Best Practices across the country.

### BEST PRACTICES

A Best Practice must be replicable in other areas of the country, region, or

local jurisdiction and generate a significant and demonstrable positive impact on those being served or managed. The nomination must also demonstrate at least one of the following characteristics:

- Effective use of partnerships among government agencies, nonprofit organizations, and private businesses;
- Creative problem solving;
- Overcoming serious obstacles to program implementation; or,
- Demonstrating efficiencies achieved (i.e., saving time and resources).

Special consideration will be given to those projects or programs that either:

- Address two or more of HUD’s six Strategic Goals within the same project or effort. HUD’s six Strategic Goals are: 1) fighting for fair housing; 2) increasing affordable housing and homeownership; 3) reducing homelessness; 4) promoting jobs and economic opportunity; 5)

empowering people and communities; and 6) restoring public trust.

- Use newly developed concepts, technology and/or resources to significantly improve the delivery of housing and community development services, or
- Demonstrate the effective use of multiple HUD programs and resources, as well as private resources, to significantly improve the quality of life throughout the community.

### 2000 Focus

The 2000 Best Practices program is a showcase to demonstrate how HUD programs work and provide technical assistance to those in need. HUD staff are being asked to identify nearly 1,500 Best Practices as a result of their monitoring and compliance efforts. The remainder will be nominated based on staff knowledge of Best Practices that should be recognized and replicated across the country. Outside partners,

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and economic opportunity, empowering people and communities and restoring the public trust — the primary emphasis has shifted away from HUD central, focusing instead on those working in the communities.

### EMPOWERMENT

No longer are directives issued to communities, but rather a bottom-up, community-driven management style has been implemented to empower communities and individuals. By providing tools to implement revitalization strategies through various methodologies, we have empowered groups to find the best solutions for their needs — after all, no two communities are alike and no one solution will work for all. It is the partnership efforts of communities,

private sector and governments working together that builds strength and helps communities to move forward.

### RESTORING PUBLIC TRUST

By consolidating and reorganizing programs, HUD has been able to more efficiently meet the needs of its constituents. In communities across the country, funds have been used to effectively empower individuals — and thus these efforts have begun to restore the public trust.

Community partnerships are an investment in the future that will build a better tomorrow for everyone.

### BEST PRACTICES

Through the “Best Practices” initiative, we showcase the practices that are models of success in empowerment

and building trust, as well as in the other areas important to HUD. Because of the success of the Best Practices initiative, HUD can now document true successes in the industry that can be used as prototypes for others.

Best practices is an ideal information tool for distributing ideas that work to others across the country.

But, it doesn’t end with those practices that have been started and emulated thus far. Your successes will continue to be showcased and replicated through the Best Practices 2000 initiative. By sharing your successes with others, your legacy lives on and everyone benefits from your best practices. ♦



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Program participant Myna King and her 3 children, Marcus-10, Natcole-14, and Roderick-12

“We took it one day at a time, concentrated on doing the best job that we could and aggressively publicized our successes,” said Galaba. “And today, we work very closely and have excellent working relationships with other social service agencies and many local businesses.”

Community partners in this enterprise include the Private Industry Council, Clark County schools, Department of Community & Housing Services, Women in Action, the YWCA, the Salvation Army, a local

beauty college, employment agencies, retail stores, restaurants and government organizations. Additional program support comes from interns and VISTA (Volunteers in Service to America) workers. Through this broad network, the VHA is educating the greater Vancouver community about the value of self-sufficiency programs as a viable means to empowering low-income families.

Helping families secure well-paying jobs is only a piece of the program’s success. “It is our goal for participants to have a high school or GED diploma and go on to college, trade school, or on-the-job training programs,” said Galaba. More than 30 percent of MTW Program graduates are now homeowners and many others are actively saving toward a down payment on their own home.

Vancouver’s MTW Program stands apart from other self-sufficiency programs because it incorporates every aspect of assistance a resident may need to help them become self-

sufficient. Successful participants use escrow accounts to move out of subsidized housing and purchase homes of their own once they complete their contract.

“One of the most promising results of this program is that it fosters partnerships in the community that assist people who are willing and eager to help themselves,” said Galaba. ♦



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industry groups and individuals also may nominate programs/projects for replication. This will give the Department a wealth of programs and projects that can show how communities across the nation can improve their overall performance and results.

Given this ambitious effort, you should begin submitting your Best Practice nominations for consideration now. Go to HUD’s web site and send us your nominations for review. ♦

## Best Practices 2000

Yes, I would like to be placed on the Building A Better Tomorrow, HUD's Best Practices and Technical Assistance Forum newsletter mailing list. (Please print) Send form to the address below or call the Best Practices HELP Desk number.

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#### Would You Like To Contribute An Article?

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